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AUTHOR Nelson, Eleanor T.
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ABSTRACT

A comprehensive program of services for working parents who are employees of a consortium of companies is described and evaluated. With the support of the Prospect Hill Executive Office Park in Waltham, Massachusetts, the Prospect Hill Parents' and Children's Center offers parent support services, such as information and counseling, information resources, workplace child care, sick child care, and financial support. The center also provides management information services, including employer seminars, newsletters, reports, and consultation. This booklet includes: (1) background information on the setting and initiation of the model; (2) discussion of options in parent support services and the identification of service components that meet parents' needs; and (3) discussion of dimensions of the consortium model, including design, implementation, insurance and liability, marketing, and the initial organizational structure. Each chapter of the booklet begins with general considerations of issues that emerged during evaluation. Chapters also include illustrative case histories. It is believed that the experience gained in the development of the Prospect Hill Parents' and Children's Center can be effectively used in the development of similar employer-supported programs. Appendices include a glossary; a list of programs for reference with succinct information in several categories; and a selected bibliography. The booklet is illustrated with numerous black and white photographs. (RH)

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Guidelines for Corporate Decision Makers

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Parent Support Services at the Workplace: What's Involved?

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A Case History:

The Consortium Model at Prospect Hill Parents' and Children's Center

Prospect Hill Executive Office Park Waltham, Massachusetts

By Eleanor T. Nelson

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Preface

Child care has become a subject of corporate concern, not just as a human relations or community relations matter, but as a management issue. It is a reality of working life for the whole workforce. Over time nearly all workers have children; the typical male worker is now part of a two income family, and child care problems have a ripple effect which is felt even by nonparent employees. The unavailability of high quality affordable child care has a sizeable negative impact on business operation, resulting in higher production costs and reduced output.

With the realization that child care impacts the company's ability to do business, has come a new demand for information. Corporate decision makers seek the most cost-effective and practical ways of addressing the issue. They need to know how to give substantive and meaningful child care assistance without getting into the child care business. They seek to combine, to the greatest mutual advantage, their own contribution of resources with the wealth of expertise found in the child care community. It is this combination of strengths that will bring a solution to the child care crisis which is critical to both the worker and to management.

This book is a response to that demand for information. Based on the concrete experiences of a successful program model, it provides practical guidelines for decision making. It documents the development of an innovative, multifaceted approach at a time when information about collaborative programs is at a premium. Cooperative ventures have particular corporate appeal and are one of the forms of corporate child care assistance expected to grow the most rapidly in the coming years. They have particular value to small businesses which employ the majority of the work force.

Because the book places this model program in the context of the more general decision making process, it can also be used as a stepping stone for the development of other creative approaches. The book gives a snapshot of one program's experience, but it is also a window through which to view a future trend in corporate child care assistance.

Sandra L. Burud
Burud and Associates Inc.
Pasadena, California
March, 1986

In their pursuit of excellence and improved corporate performance, the most successful companies are increasingly recognizing that enhancing the quality of life at the workplace leads to greater productivity, creativity and employee morale. Companies recognize that an increasing majority of their employees have another job, that of being parents. These parent employees cannot do their best for their employer while they are working and simultaneously worrying about what is happening to their children.

The most successful employers are finding that at relatively little cost, they can do a great deal to improve the quality of work life of their parent employees. They can do this by providing one or more parent support services which relieve their parent employees of anxiety about their children.

Larger companies have been the first to discover the benefits of providing parent support services. The same benefits can accrue to smaller employers who band together in a consortium which provides similar services. A natural setting for such a consortium is an office or industrial park where many companies, working with the Park Management, can collectively provide these quality services in a cost-effective manner.

This report describes such a consortium at The Prospect Hill Executive Office Park on Route 128 in suburban Boston. The Park management believes that the parent support services provided by this consortium approach make the Park a better place in which to work and assists the companies to improve their performance.

Actively supported by the Park management, Prospect Hill Parents' and Children's Center was initiated in 1983 at the request of three companies. Currently, the Center is providing a variety of parent support services to participating companies and works closely with their managements to help them accommodate to the changing needs of their employees.

One purpose of this report is to provide guidelines for employers and for office and industrial parks throughout the country to develop similar programs in their areas. Another is to identify opportunities for productive public/private partnerships which combine private initiative with public resources to produce a win-win result for all concerned.

Arthur H. Nelson
General Partner
Prospect Hill Executive Office Park
Waltham, Massachusetts
March 1986

Acknowledgements

It would be impossible to acknowledge all those people who have provided input to this project. They come from both the business and educational worlds. I hope they find the final product useful and informative.

Documentation for this book was made possible through a grant from The U.S. Department of Health and Human Services, Office of Human Development Services; Dorcas R. Hardy, Assistant Secretary For Human Development Services; Patricia Divine-Hawkins, Project Officer.

The book could not have been written without the expertise and contributions of Joan Bergstrom Ed.D., Program Consultant and Trustee of PHPCC, and Stanley J. Kuziel Jr., Ed.M., the Executive Director of PHPCC.

Thanks also goes to those leaders in the employer-supported child care field and to financial and legal advisors who agreed to serve on the National Advisory Committee for the Federal grant: Verna Brookins, Polaroid Corp.; Patricia Ward, Catalyst (formerly Steelcase Corp.); Abbey Griffin, Broadcasters Child Development Center; Elizabeth Morgan (formerly Project Director, Austin Child Guidance Center); John H. Graham LLM, Sullivan and Worcester; Kathleen Murray J.D., San Francisco, CA.; and Samuel Wakeman, Rollins, Burdick Hunter. In addition, Dana Friedman Ed.D., The Conference Board, has given most generously of her time and knowledge throughout the two year period.

The Programs for Reference in the Appendices are a result of networking with a few of the organizations in the country who are interested in our model and who expressed willingness to share their expertise as it might relate to this project or other projects.

Finally, the efforts of PHPCC staff including Nancy Meng, Marian McGilvray and Carla Burkley in the Administrative Offices and Rachel Orefice, Director of The Children's Place, and her faculty have made the parent support service options a reality. The Office Park Support Team at PHEOP and Arthur Nelson, its General Partner, have devoted time, energy and resources to this pioneering venture. Their thoughtful advice and confidence in the consortium model have contributed to our success.

Eleanor T. Nelson, Ed.M.
President
Prospect Hill Parents' and Children's Center
March 1986

Contents

Executive Summary 6

Background

Site 11

Public/Private Initiatives 13

Getting Started 15

Parent Support Service Options

Overview 18

Resource and Referral for Delivery of Child Care 20

School-Age Program 22

Seminars for Parents 24

Resource Library 25

Workplace Child Care Center 26

Management Information Services for Employers 32

The Consortium Model

Design 34

Implementation 37

Insurance and Liability 39

Marketing 41

Appendices

Glossary 46

Programs for Reference 47

Biographies of Principals 54

Selected Bibliography 55

Executive Summary

Corporate executives, and others who are involved with parent employees, are increasingly aware that the workforce is changing. Media accounts confirm that the numbers of women, single parents, and dual career families in the workplace have grown rapidly in recent years and continue to grow. There is also data recognizing a positive relationship between quality parent support services at the workplace and employee morale, attendance, productivity and turnover.

In response, corporate decision makers are beginning to look at programs which offer parent support services to their employees at or near the workplace. There are several ways to provide such services, including on-site child care, parent seminars and various types of counseling services for parents and children. A number of different programs have been developed throughout the country for providing one or more of these parent support services in a variety of institutional formats.

The chart at the right illustrates some possibilities for parent support and related management information services at the workplace. These programs can be provided singly or in multiple to meet the needs of a particular employee population or a work site. The multiple services developed and implemented at Prospect Hill Parents' and Children's Center (PHPCC) are identified.

With the support of the Prospect Hill Executive Office Park (PHEOP) in Waltham, Massachusetts, PHPCC has developed a comprehensive program of services for parent employees of a consortium of companies within the office park and its adjacent business area. This is believed to be the first such consortium for small and medium companies in an office park.

Based on two years of successful experience, this report details and evaluates the consortium as developed at PHPCC, identifies issues to be addressed in the delivery of parent support services at the workplace, and offers guidelines for action by companies, developers and governmental agencies. It is believed that the experience gained in the development of PHPCC can be effectively utilized in developing similar employer-supported programs throughout the United States.

Of the many questions raised during the process of developing PHPCC, only some have been answered. The concept of providing a variety of services at the workplace to meet the needs of parent employees is new, as is the support of such services by a group of smaller companies through a consortium. Time is needed to assess the long term implications for the corporation, the participating companies, and the parents and children. It is hoped that this is the beginning of a dialogue. Development and further evaluation of the model will continue at PHPCC.

	Service Options	PHPCC Model	For Your Consideration*
Parent Support Services			
	Information and Counseling		
	• Child Care Placement and Counseling (Resource and Referral)	×	
	• School-Age Program, Counseling for Families	×	
	Information		
	• Parent Seminars	×	
	• Resource Library	×	
	Workplace Child Care		
	• On-Site Child Care Center	×	
	• Community Center Nearby		
	Sick Child Care		
	Financial Support		
	• Reimbursement		
	• Purchase of Slots		
Management Information Services			
	Employer Seminars	×	
	Newsletters, Reports	×	
	Consultation	×	

*Note – Companies or developers might select single or multiple services, implementing them at the work site or utilizing community resources. The services can also be instituted by a single company or by a consortium.

The booklet is divided into four major sections:

- **Background**, focusing on the setting and initiation of the model
- **Parent Support Service Options**, identifying service components to meet parent needs
- **The Consortium Model**, as defined by PHPCC
- **Appendices**, providing selected information from the field of employer-supported child care.

As a reflection of the pioneer nature of this enterprise, each chapter begins with General Considerations which are the issues that surfaced during the initial evaluation begun at PHPCC. The second part of each chapter documents the specific experience at PHPCC as an example of one consortium model.

In weighing the adaptability or replicability of a parent support service model, corporate decision makers should determine the extent to which a particular concept is applicable to their specific region and its constituencies. Consequently, readers should keep in mind that the nature of the PHPCC site and the timing of the project in the context of the Massachusetts political and economic climate were important factors in the development and the local feasibility of this model.

For the corporate executive, this report contains information on:

- corporate involvement in a program of parent support services at the workplace
- a consortium model with an affordable shared program of services
- service options which can be provided singly or in multiples to meet parent employee needs.

For the developer, the report provides information on:

- tailoring services to a particular workplace
- implementing services step-by-step, as an office or industrial park develops
- using conventional office space for all operations except the on-site child care center, which allows flexibility during a construction period
- attracting tenants through the availability of services in the office or industrial park.

It is also believed that these guidelines will be helpful to executives in governmental agencies including economic development offices. Providing parent support services at the workplace offers many excellent opportunities for effective public/private partnerships combining private initiative with public resources.

Background

"Tot Care" Brings a Bundle Of Benefits for Employes

Reprinted courtesy of U.S. News and World Report and Mark Pearlstein, *photographer, 11/25/85 issue*

Site of Prospect Hill Executive Office Park, Waltham, Massachusetts, with the building housing Prospect Hill Parents' and Children's Center circled.

Site

General Considerations

1/ How does the site relate to the adjacent community or communities? What child care services are already available for use by employees?

2/ What are the home communities and commuting patterns of employees and what child care services are available in those communities?

3/ What site limitations exist regarding the delivery of child care?

4/ What are corporate attitudes regarding child care at the work site?

The location of a company or consortium of companies is an important consideration when researching parent support services at the workplace. Factors in determining the appropriate service or services include:

- type of site: city office building, industrial park, suburban office park
- commuting patterns and available public transportation
- availability of existing services in the community.

The findings will influence the type of service provided and its successful implementation.

Case History

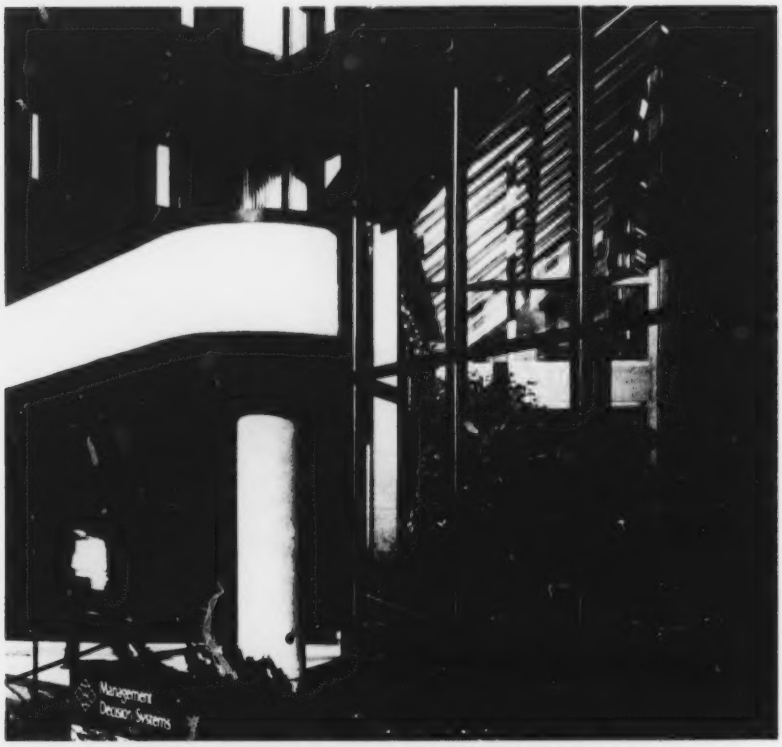
Prospect Hill Parents and Children's Center (PHPCC) is located in the Prospect Hill Executive Office Park (PHEOP) which has approximately one million square feet of office and research and development space. The Park houses approximately 26 companies with over 3000 employees. Situated in the western sector of Route 128 in Waltham, Massachusetts, the Park is centrally located in Boston's high tech area and is adjacent to other industrial and office sites with a total employee base of over 25,000 employees. These employees commute by car and van to the area. At present there is little available public transportation.

Waltham is an older manufacturing center, one of the first industrial cities in the United States. The area's predominantly blue collar workers are known for their technical skills which have been transferable to the electronics and computer industries.

Other towns surrounding the site are primarily "bedroom communities" serving Boston and the metropolitan area. In these largely affluent suburbs, there is a shortage of child care.

After purchase in the 1970's, the management of PHEOP began to change the area to office use from its previous mixed usage. They retained Sasaki Associates, a firm specializing in architectural and environmental services, to develop a master plan. Reflecting management's concern for the quality of life at the workplace, the final master plan included landscaping, the introduction of a fitness center, a commitment to parent support services and future plans for other service components.

PHPCC is housed in one of the new 160,000 square foot office buildings, occupying 4000 square feet of space for parent support services other than the on-site child care center. The on-site center leases 3400 square feet of interior space on the ground floor, with 3,296 square feet of adjacent playground area.



Entrance to 200 Fifth Avenue, Prospect Hill Executive Office Park.

The Children's Place, located in the building at 200 Fifth Avenue.

Public/Private Initiatives

General Considerations

1/ What opportunities exist for public and private sectors to share the costs of providing child care services?

2/ What state funds and services are available to the business community?

3/ What is the role of the state in licensing, training and building of child care resources?

4/ What economic and employment factors impact on decisions concerning parent support services at the workplace?

A state can play an important role in supporting public/private partnerships for parents at the workplace. It can participate in funding, educating and coordination efforts. The state's role as catalyst may in fact prove to be critical. For greatest success in the implementation of partnerships, there should be a firm commitment from the Executive Branch, including the Governor and key cabinet officers, and from legislators and agency personnel involved in the delivery of child care.

Economic conditions also directly affect the acceptance of parent support services. Low unemployment, competition for key employees in a particular industry, and the growing importance of women in the workforce have made corporate decision makers more aware of the need for parent support services. Media attention to the subject, workshops and conferences help to initiate working relationships.

The achievement of quality child care may well depend on involvement and funding from both the public and private sectors.

Case History

State Initiatives. During the development of this model, a Governor's Day Care Partnership Project was created in Massachusetts. The project had five working committees: Private Sector, State Government, State as Employer, Higher Education and Local Government. In October 1984 the Project delivered its final report with major recommendations in four areas:

- resource and development to address the supply of child care
- quality and cost-effectiveness of child care
- affordability for the consumer
- policy coordination and implementation.

Under the first category, resource development to address the supply of child care through corporations was begun by several of Governor Michael Dukakis' cabinet officers. Among the charges to these officers was one to work with executives of corporations to increase the amount of employer-supported child care services.

As an integral part of the campaign to engage corporations, the Massachusetts Legislature voted $400,000 in FY85 to fund four Child Care Resource and Referral Agencies (CCRRs) to increase the delivery of placements through this type of service and to build resources.

This strong commitment by the Governor and his cabinet officers has increased awareness of the need for child care and parent supports in the State. Bills are currently before the legislature to continue the improvement of child care in Massachusetts. Assisted by the efforts of Evelyn Murphy, former Secretary of Economic Affairs, four new work site child care centers were opened in 1985.

In addition, The Office of Economic Affairs, PHPCC and The Professional Council (an organization of professional women, primarily in high tech) sponsored a conference for the business community on *Flexible Benefit Plans: The What, Why and How*. It informed participants of possible options and promoted more active business involvement in child care services.

Economic and Employment Conditions. Economic conditions in the Commonwealth of Massachusetts have been a key factor in the level of acceptance of the consortium model as described in this report. As 1985 closed, Massachusetts continued to have a very low unemployment rate, with the annual rate for 1985 below 3.9%. Secretaries, administrative assistants and other support personnel (typically women) are in short supply.

Although there has been recent evidence of a slow down in the high tech industry in the Boston area, recruitment and retention of key employees are still of prime concern to Route 128 companies, several of which have expressed interest in the consortium. In addition, high tech employs women at the management level in significant numbers; their concerns have brought companies to the consortium.

Evelyn Murphy, former Secretary of Economic Affairs for Massachusetts, and Arthur Nelson, General Partner of Prospect Hill Executive Office Park, confer at the dedication of The Children's Place.

Getting Started

General Considerations

1/ Who initiates the project and who should be involved in a determination of need–decision makers from management, human resource personnel, parent employees?

2/ What needs study instrument should be employed and how will the findings be interpreted?

3/ What is the composition of the employee population and what implications for both the near and long term should be considered?

4/ What service or combination of services should be investigated–on-site child care center, child care referral service, workshops for parents, reimbursement for child care costs?

When a company reaches the point of determining the need for parent support services, a number of constituencies within the corporation have probably already been peripherally involved. The operational structure of a company will determine the appropriate personnel to be involved in the next phase. To insure that an appropriate study is undertaken, access to decision makers is essential.

There are several types of instruments which can be developed to determine need including a written questionnaire, focus groups led by a trained facilitator and a task force within the company. Corporations should employ professionals who will assure that pertinent, accurate information will be solicited and who can reliably interpret findings.

Findings from employees should include population projections, attitudes and preference for different types of service, and cost requirements. The company must be prepared to define its commitment to the program for the near and long term.

Case History

Approach by Resident Companies. In early 1983, three companies within The Prospect Hill Executive Office Park approached the Park management about a possible collaborative effort to provide an on-site infant/toddler child care center in the Office Park. They had realized that small and medium sized companies could not afford individually to support an on-site child care center and that their employee populations would not sustain individual on-site centers. A need for collaboration was apparent. The most involved company had approximately 200 employees, including two women vice-presidents with children under three years of age. This company was rapidly expanding and recognized the need to retain its key employees by providing a working environment which would enhance their productivity.

Initial Needs Study. The Office Park Management was receptive to exploring the possibility of an on-site center and a consultant was hired to conduct an initial needs study. At that time, in March of 1983, 29 companies occupied space in The Prospect Hill Executive Office Park, in the following categories:

- 17 in high tech or in high tech related services
- 8 in investment, insurance or banking
- 1 in educational development
- 3 in manufacturing or administrative services.

PHPCC later reviewed summaries of the needs study conducted by the consultant. They showed that the great majority of the responding employees were in their child bearing years; others belonged to two career families or were as yet unmarried. Responders' comments supported the concept of a child care center in the Office Park.

Program Development and Cost Projections. At the conclusion of the needs study, the founders of PHPCC, Eleanor Nelson, its President, and Joan Bergstrom, its program consultant, assumed responsibility from the Park management. It was decided to explore further the development and implementation of an infant/toddler center. After a summer of working with the Park architects, the design and cost estimates of an on-site infant/toddler center were determined. Discussion was then initiated with interested companies as to the level of financial and organizational support they were prepared to provide. These discussions revealed that there was not sufficient financial backing for the infant/toddler center, with companies stating that they were not in an immediate position to invest the estimated $150,000 needed for the capital budget. Thus it was evident that the initial needs study had not addressed crucial issues necessary for commitment decisions from the CEOs.

Despite the decision to defer the launching of a full-scale enterprise, the management of the Office Park was sufficiently committed to the concept of parent support services at the workplace to take a further step. They asked Eleanor Nelson and Joan Bergstrom to pursue other kinds of services or programs. Park management provided financial backing and in-kind support involving both personnel and space. Such support is being reduced as corporations in and near the Office Park join the consortium and become "participating" companies.

Parent employees make the final decisions about child care which meets their needs and expectations.

Parent Support Service Options

Reprinted courtesy of The News Tribune, *Waltham, Massachusetts, 4.3.85 edition*

Overview

General Considerations

1/ Will one service meet the needs of enough employees to have a positive impact on employee productivity, absenteeism, and morale?

2/ In a program of single or multiple service options ...
• What services can be provided for a particular workplace?
• How many employees will they serve and does this reflect overall employee need in the near and long term?
• What personnel and space are required?
• How much will they cost the company or the individual parent?

3/ What kind of commitment for support is needed from the company for each of the services and for how long?

Case History

In the PHPCC consortium model, a decision was reached to provide a number of services to meet the needs of both companies and parent employees. Six major service components were identified.

Two provide parent information and counseling:

• a computerized resource and referral service for the placement of children in community based child care
• a school-age program where families work with a trained counselor to explore and initiate plans for out-of-school time.

Two are informational services for parents:

• seminars on a variety of work and family issues
• a resource library of books, magazines and pamphlets for both parents and children.

One provides child care at the workplace:

• The Children's Place at Prospect Hill, (The Children's Place), an on-site child care center.

One provides management information services:

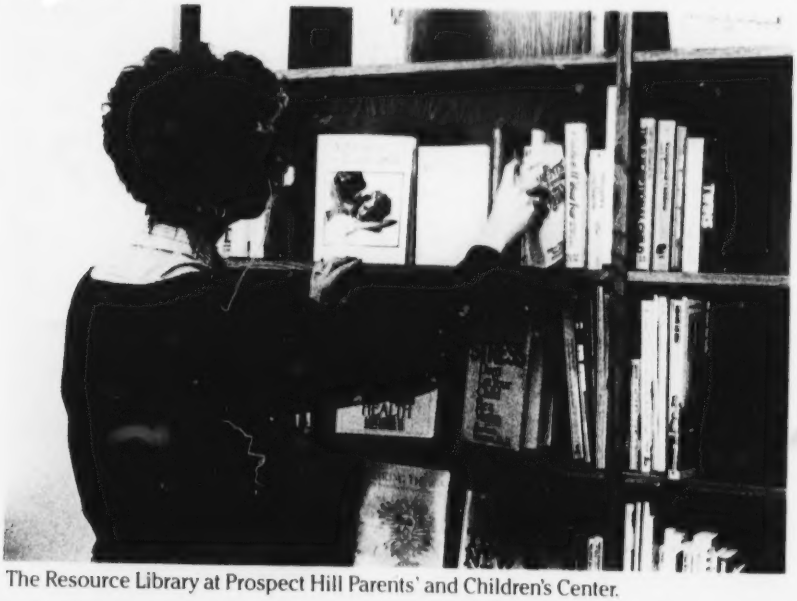
• employer seminars, reports and consultation.

All of the services are administered under the umbrella of the consortium structure but maintain individual budgets and income and expense ledgers. Evaluation of the services and specification of the point at which they can become self-sustaining is still premature.

Each service, as described, represents two years of design and implementation. If the changing and growing needs of the companies and their parent employees are to be met, these services cannot remain static. Consequently, each description reflects the knowledge to date about providing quality and cost-effective service. Under a continuing evaluation process carried out at PHPCC, new insights and program information continue to be culled and integrated into each service.

A short description of each service follows, with indications of personnel needed, commitment of support from companies and parents, and budget estimates. All data are based on the model developed at PHPCC; needs and costs could vary elsewhere.

Prospect Hill Parents' and Children's Center provides seminars and consultations to corporations.



The Resource Library at Prospect Hill Parents' and Children's Center.

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Resource and Referral for Delivery of Child Care

General Considerations

Resource and referral for the delivery of child care consists of two elements; *referral* which is the matching of parents and providers, and *resources* which are the supply of licensed child care providers. This service is one of the options which can be adopted early in the delivery of child care opportunities for employees at all salary levels. Space requirements are minimal. Both hardware and software packages are available for a computerized system.

A significant growth in resource and referral systems is occurring nationally. Some agencies will establish and train staff for an on-site service. Most, however, are telephone services without the in-depth counseling and extensive consumer materials considered so important at PHPCC.

One of the most pressing problems nationally is the lack of supply of quality child care. There cannot be referral without providers. Community agencies play a critical role in resource building. They develop and implement training for child care providers. Corporations can have significant impact on the supply and quality of child care for their employees by supporting these agencies.

Case History

The PHPCC referral service operates via:

- a computerized data base of caregivers with the ability to search under a large number of criteria to meet parent needs
- counseling of parents to determine their requirements and to make them knowledgeable about quality child care and how to find it.

The computerized system at PHPCC is multi-user and is linked with a second terminal based at a cooperating agency. Linking the two agencies has made possible an up-to-date data base and the ability to serve a larger geographic area. An individual service has geographic limits in attracting and serving both caregivers and parent clients.

The service provides referral, not recommendation. A complete list of providers who meet a parent's requirements will be given to that parent. It is then the responsibility of the parent to visit the potential providers and to make the decision on placement.

Issues of liability are relevant to this service in the event of negligent referral for the parent or wrongful removal from the files for the provider. Careful procedures must be followed (see Insurance and Liability section). Counseling staff should all carry professional liability insurance.

At PHPCC, resource building has been an integral part of the program. With outreach to and cooperation with community agencies, the Center has been able to contribute to statistical analysis of available child care, identification of areas of need, and the support of the existing provider groups through workshops and the establishment of networks.

Personnel. Personnel depends on the size of the system. Minimum staffing would include a full-time director, a counselor, a part-time data processor and workshop leaders.

Commitment from Companies and Parents. A capital expense is involved in launching this service. Reasonably priced software is available for purchase. Once operational, fees for the service can be paid by either the company or the parent.

Budget

Capital Expense
- Computer Hardware – $8,000 to $18,000
- Computer Software – $6,000 to $10,000 (The software prices are for the program developed at PHPCC.)
- Total packages of Hardware and Software using the PHPCC system and including training range from $15,000 to $30,000.

Operating Income
- Telephone referral, no counseling – $15
- Individual referral with counseling – $45

Operating Expense: Personnel
- Director – $16,000 to $18,000 plus benefits
- Counselor – $14,000 to $16,000 plus benefits
- Part-time help at $5 to $7 an hour, no benefits
- Workshop leaders at cost of session

Operating Expense: Other
- Office expenses including telephone, supplies, mailings.

Counseling a parent using the computerized Resource and Referral Service.

School-Age Program

(under development)

General Considerations

Time is a child's most precious possession. In the middle years of childhood, from six to twelve, approximately 80% of a child's waking time in a given year is spent out of school. This unstructured time, equivalent to 4,680 out-of-school hours per year or 195 twenty-four hour days, occurs during one of the most important developmental stages of a child's life. The greatest challenge for families is to see this time after school, during weekends, and on vacation as an opportunity, not as a source of constant problems.

These are the years when children are eager to learn. The relative freedom and receptivity of middle childhood makes it a very special window for learning. Over the span of a lifetime, these variables will never again be combined in exactly the same way. Hence, this period is the parent's chance to introduce the world, instill values, and encourage the development of skills and life-long interests. How this time is used, managed, and valued is critical.

Currently there are over thirty million children ages five to thirteen in the United States, and more than eighteen million of them have mothers in the out-of-home workforce. Some of these children are without adult supervision or guidance for at least part of each day; approximately 6 to 7 million bear the label "latchkey children." These children typically go home from school each day, let themselves into the house and are then alone or with siblings for many hours.

Although many communities and school systems are beginning to respond, these children have an immediate influence on the workplace. Telephones light up in businesses when children arrive home – usually referred to as the "3 o'clock syndrome." Both parents and children become anxious when contact is not made. Parent productivity during those afternoon hours is affected. This is another area where business and community agencies need to consider supporting programs to meet the enormous pressures on American families today.

Case History

The School-Age program under development at PHPCC allows for innovative planning of children's time and involves the child, parent, a trained counselor and community resources. Entitled *School's Out – Now What?*, the program allows parents from participating companies to be eligible for a number of services. The options include:

1/ A series of workshops for parents and children on topics such as helping children to develop the *other* 3Rs (resourcefulness, responsibility and reliability), locating community resources, allocating time, transportation, money, and scheduling. Other titles for workshops include, The Needs of Children 5 to 12, Choosing Meaningful Activities for Children to Pursue During Out-of-School Time and Making Appropriate Child Care Arrangements.

2/ An additional service to be offered with the workshops is a readily available counselor for giving routine information to the child. This service allows for a child to call in to a counselor daily, or as often as needed, and for families to have an on-going relationship with a counselor at the workplace.

3/ Multi-media materials for children and parents to use together are being developed. The materials include activity and time planners for the child, videotapes, and kits to help with doing homework, pursuing interests and learning about safety. These materials are designed for the child, but parents would be assisted to understand their role as facilitators. Some of the topics being piloted are:

- What Do I Like? Where Do I Go For It? (Resourcefulness)
- Finding a Special Interest
- What am I Responsible For? What Can I Be Counted On To Do? (Responsibility)
- Homework! Getting it Right Fast.
- What Can I Be Depended On To Do? (Reliability)
- My Afternoon Routine
- Chores Made Easy
- How Do I Avoid Trouble and Handle Surprises? (Safety)
- How Do I Get It Together? (Developing a Plan)

Personnel. Trained workshop leaders and counselors will be required in proportion to the number of families participating in the program.

Commitment by Companies and Parents. The fees for service can be paid either by the company or the parent.

Budget

- Both the workshop service for parents and the multi-media materials for children will be available for purchase.
- Additional funds will be needed for workshop facilitators and counselors.

Seminars for Parents

General Considerations

Companies are recognizing that work has an impact on family and, more recently, that family has an impact on work life. Work and family seminars are a series of meetings conducted at the workplace by a professional facilitator who educates employees on some aspect of combining work and family responsibilities. At these sessions, employees discuss how family life influences work, how people deal with work and family conflicts, and how they can help each other find solutions. Seminars vary from company to company in format, content, length, site and number of participants. All seminars, however, have one common goal: to address the work and family concerns of employees.

Case History

Seminar topics which have been of interest to parent employees at PHPCC, a primarily high tech company community, include: Balancing Work and Family Life; Child Care Options and Dilemmas; Lifestyles – How to Establish Priorities; Effects of Maternal Employment on Children; and Issues of Child Development from Infancy to Adolescence. In the area of the school-age child, subjects introduced with parents and with children include helping children develop the *other* 3Rs: resourcefulness, responsibility and reliability; locating community resources; and time commitments and calendar making.

Personnel. Professionals who are experienced in leading groups and who understand the needs of working parents make effective seminar leaders. Knowledge of community resources can be of great importance for this service.

Commitment from Companies and Parents. The financial responsibility for the seminars is usually borne by the company rather than fees from parents.

Space requirements are for a room large enough for the group.

Budget

Operating Income

- Fees to cover the expense of seminars when not covered by the company participation fee.

Operating Expense

- $1600 to $1800 for four noon-time, one hour sessions on a single topic
- $250 to $600 for a single session.

Resource Library

General Considerations

Parent employees have many questions about their family life and goals. Often they are reluctant to approach or do not have access to a trained counselor. A resource library allows parents to explore subjects independently; they frequently find solutions to problems or specific situations which may, at the time, seem overwhelming.

Case History

With advice on content from early childhood educators and utilizing two Foundation grants, PHPCC assembled a resource library of literature not readily available in many public libraries. The books, magazines and pamphlets cover such subjects as child development, family planning and parenting, health and safety, child care, special needs children, children's literature, activities, and vacation and travel opportunities.

The library also functions as a resource for the staff of the On-Site Child Care Center and for the Resource and Referral Service. In response to a need to make the collection more broadly available, PHPCC instituted a "bookmobile" providing a selection of books at each company for a two-week period.

Personnel. Library operation requires a part-time librarian from the community and input from the resource and referral staff.

Commitment from Companies and Parents. There is a one-time capital expense for purchasing equipment and the initial book collection. Costs after that depend on expansion and replacement. The space requirement is minimal. It is a service, however, which does not have a regular fee schedule and is covered primarily by contributions.

Budget

Capital Expense
- $4,000 for some equipment and a beginning collection

Operating Expense
- $1,000 which depends on how much volunteer time is received and how much the book collection is increased in a year.

Workplace Child Care Center

General Considerations

1/ How does the location serve the adjoining business community?

2/ In the determination of start-up and on-going capital expenditures:
- **Who finances these expenditures?**
- **What are the tax incentives?**
- **What subsidies are necessary?**
- **What are the state and local regulations governing child care centers?**

3/ In utilization of the center:
- **How many parent employees will elect care near work rather than near home?**
- **Who pays the fees: parents, companies, or a combination of both?**
- **What happens when the center is filled?**
- **What are the access policies for consortium companies?**

4/ In the continuing operation of the center:
- **What subsidies are necessary?**
- **Who determines the educational policies, staffing and budget?**
- **What are the legal and liability issues?**

One of the first services which many employers consider for their parent employees is a child care center at the workplace. The issues which must be considered in providing this option are the most complex of any of the services described in this model.

Generally the incentives for implementing child care at the workplace include:
- a visible statement of support by an employer or consortium to parent employees
- a tool for the recruitment and retention of employees
- a space leasing attraction for an office park developer
- improved public relations when a company is associated with a quality program
- opportunities for a parent to spend time with his/her child during the day.

Before any commitment of financial resources is made, a careful study should be undertaken to assess the feasibility of this service as an on-going operation. Criteria are similar to those relating to the general needs study. Here, however, a considerable capital outlay is at stake. Careful wording of the study questions should try to ascertain whether employees would *consider* or would *use* care at the workplace, as well as what they would consider affordable. There is a difference between enthusiasm for on-site child care and actual use.

Once a decision has been reached to proceed, the cost of meeting the capital expense can be borne in a number of ways, by:

- an individual company
- an office park management as part of its development plans
- the initial companies in the consortium (Some consortia have provided reserved slots for member companies which have contributed to the capital expense)
- a loan (It should be cautioned that a loan might put a heavy burden on a center which will be incurring high costs for a staff-intensive service. The National Cooperative Bank in Washington, D.C. has pioneered some loan programs for cooperative ventures [see Appendix – Programs for Reference]).

The experience at PHPCC as described in the Case History below documents some of the other issues which became evident as the on-site center became operational.

Case History

The information below documents the evolution of The Children's Place. Its size (45 children from 2 months to 5 years), its site in a modern office park where the architecture and setting are an integral part of the working environment, and its recognition of the office park employee and company composition have all had a significant impact on the capital and operating expense and the development of space, program and staff.

After the decision from the Park management to proceed with the Center and to finance the capital expense, careful planning was begun. Architects, space planners, early childhood specialists, legal and financial advisors, along with the State licensing agency were essential to the implementation. Designing an appropriate environment for the children was considered vital to the operational success of a workplace center.

Access and Demand. Additional issues arose after the capital expense and implementation of The Children's Place were approved. When participating companies in a consortium invest in the services provided by the corporation, they expect to be able to use all of the services for which they contract. Projections show that The Children's Place will be full within a year. At that time, parents of participating companies can be served through several

A carefully designed environment is an important ingredient in nurturing very young children and their parents.

methods. They can be put at the top of a waiting list, above any families from the community. Each participating company can be allotted space according to its employee population, although these spaces cannot be held unused if the Center is to operate in the black. Parents can also be accommodated through the resource and referral service where a counselor can work with them to find alternative arrangements.

The demand for child care, especially for infant care, is extremely high. Within three months of opening, the infant room at The Children's Place was filled, and a waiting list was started. A major deterrent to increasing infant placements is the expense of staff. To achieve a balanced budget with competitive fees, the cost of infant care must be balanced by care of older children where the groups are larger.

Budget and Fees. Child care is a very staff-intensive operation; staff salaries account for 71% to 74% of the total budget. The Children's Place budget also reflects the cost of space within an office park. To balance the budget, fees are in line with the upper levels of care in the Boston metropolitan area.

Fees at The Children's Place are beyond the means of some support personnel and single parents. At the present time, with the exception of one company, full fees are paid by the parents. It is the goal of PHPCC to demonstrate to participating companies the advantages of addressing child care equity issues by developing a sliding scale subsidy policy. Until the Center is filled, fees will not cover the operational budget and some subsidy will be necessary.

Governance. The Children's Place is a division of PHPCC, a non-profit corporation governed by a Board of Trustees. If the Center were controlled by an office park developer, a single company or a consortium of companies, a determination would have to be made on areas of policy responsibility depending on areas of expertise. Some decisions would be made by the Director of the Center and some by management. The areas to be considered include staffing, staff development, educational philosophy and objectives, parent policies, and site and physical plant, as well as the development and implementation of the operating budget. In the experience at PHPCC, two members of the Office Park management became part of the management team for the Center. This enabled them to understand fully the complexities of balancing fees for parents and salaries in a staff-intensive organization.

Each space is designed to meet the developmental, safety and health needs of the children.

Their business expertise lent insight into how to articulate this problem to the other corporations in the consortium.

Liability. The Children's Place is covered by third party liability coverage and the staff have professional liability insurance. In considering coverage, the consortium or company should look at who else might be found liable beyond the caregiving staff (see section – Insurance and Liability).

Tax Considerations. Decisions made during the capital phase focused on whether PHPCC as a non-profit corporation should assume various expenses or whether the expense should be undertaken by the Office Park as a for-profit corporation. The Office Park management assumed the capital expense of construction and the major equipping of the Center rather than loan the money to PHPCC. They are now owners of the improvements to space and the major equipment and will take advantage of depreciation over the years. PHPCC, as a non-profit, tax-exempt corporation, could have been exempt from sales taxes, but it seemed to be more advantageous to follow the above plan.

Personnel. For the 45 children (7 infants, 18 toddlers and 20 preschool children) at The Children's Place, the following staffing design was determined:

- Full-time staff – director, head teacher and 8 teachers
- Part-time staff – 2 teachers, secretary/bookkeeper, maintenance person, substitute teachers.

The PHPCC administrative staff and the Office Park controller also provides services to The Children's Place.

Commitment by Companies and Parents. Currently, fees for care are being paid by the parents. A sliding scale subsidy program, adopted by one company, is available for company consideration.

The management of the Office Park is subsidizing the operational budget of The Children's Place in its first year. Projections show that when full, the Center will operate on a balanced budget.

Participating companies, parents, and the community will be approached from time to time to help in the continuing development of Center programs, staff development, the procurement of equipment and other capital projects.

Both parents and companies will be asked to play varying roles in determination of policy and budget and in the evaluation of the Center as a service.

Budget

Background Information. The construction and equipping of The Children's Place involved some specialized design and construction decisions which would not necessarily be incorporated in another work-site child care center.

For the interior, existing office space had to be demolished and plumbing and drainage lines introduced for the kitchen, laundry and children's bathrooms. The "sand and water play room" design entailed tiling the floor and the walls up to a 4 foot height, as well as floor drains, a sand trap and a trough sink. All construction met the Office Park specifications.

For the exterior, a hill had to be cut back to provide adequate playground space. A brick and wood wall was built, rather than a playground fence, since the playground was very visible on arrival at the office building. The construction also included a "super 8" bike path, storage shed and installation of playground equipment.

The construction cost for the interior was $38 per square foot. It is the opinion of the contractor that most office park child care centers of similar quality would cost not less than $30 per square foot.

The following figures represent the capital and operating budgets of The Children's Place in its first year of operation.

Capital Expense: Construction and equipping of the Center	
Interior: 3400 sq. ft. including reception area, Director's office, 4 classrooms, sand and water play room, library/quiet room, staff lounge, 2 children's bathrooms, kitchen, laundry and storage space.	
• Demolition of existing space	$ 9,000
• Construction of Center including equipment provided by contractor	119,600
• Equipment	27,400
Total Interior Cost	$156,000
Exterior: Land preparation, construction of a brick and wooden wall to meet office park standards and aesthetics, installation of outdoor equipment and construction of paths and a storage shed.	
• Construction	$ 65,200
• Equipment with installation supervision	6,800
Total Exterior Cost	$ 72,000
Total Capital Expense	$228,000
Operating Income: At full enrollment, based on the following fees –	
• Infant – $165 a week	
• Toddler – $135 a week	
• Preschool – $95 a week	$274,250
Operating Expense: Personnel	
• Salaries	$128,500
• Benefits at 19.5%	25,057
• Part-time salaries, no benefits	34,960
Total Personnel Expense	$188,517
Operating Expense: Program	
• Rent	$ 30,000
• Repairs and Maintenance	4,500
• Insurance	3,000
• Supplies	3,900
• Educational Equipment and Supplies	6,500
• Food	13,965
• Administrative	3,000
• Staff Development	3,000
• Other	1,400
Total Program Expense	$ 69,265
Total Operating Expense	$257,782

"Super 8" bike path at The Children's Place.

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Management Information Services for Employers

General Considerations

As the workforce and the workplace continue to evolve, reshaping current business practices, there is also a need for a number of management services. These include newsletters, informational data both locally and nationally on child care issues, reports on service usage and seminars. The management seminars examine such topics as changes in demographics, cafeteria benefits, part-time and flex-time employment, employee assistance programs and tax benefits.

Case History

During the first year of operation, PHPCC was a sponsor of a conference on flexible benefits. Utilizing a wide range of leaders from both the corporate and educational worlds, management level participants were introduced to up-to-date information and corporate experience. An Executive Newsletter with articles of general interest was developed for distribution to interested companies. Periodic reports were prepared for each participating company with statistical information and service usage.

Any consulting was done with an individual proposal to a particular company.

Personnel. Professionals from both business and child care are needed for the seminars. Center staff prepares the other written materials.

Commitment from Companies and Parents. Fees are paid for the seminars and conferences and any consulting done for a company. All written materials prepared about the services and the periodic reports are part of the annual participation fee paid by the companies.

Budget

Operating Income
- Fees for seminars and conferences
- Consulting fees

Operating Expense
- Seminars – $600 to $800 for a 2 to 2.5 hour session where there is a minimum of materials
- Consulting – Variable depending on requirements.

The Consortium Model

Kids make corporate

Reprinted courtesy of The Dedham Transcript, *Dedham, Massachusetts, 10/17/85 edition*

Design

General Considerations

1/ What is the definition of consortium as portrayed in this model?

2/ Can it be initiated by:
- **a single company?**
- **a cooperative effort involving a group of companies?**
- **an office or industrial park developer?**

3/ What is the organizational structure?

4/ Should the corporation be non-profit or for-profit?

5/ What roles do the company or consortium of companies play?

6/ What funding opportunities should be explored?

The American Heritage Dictionary defines a consortium as "an association of capitalists for effecting a venture requiring financial resources."

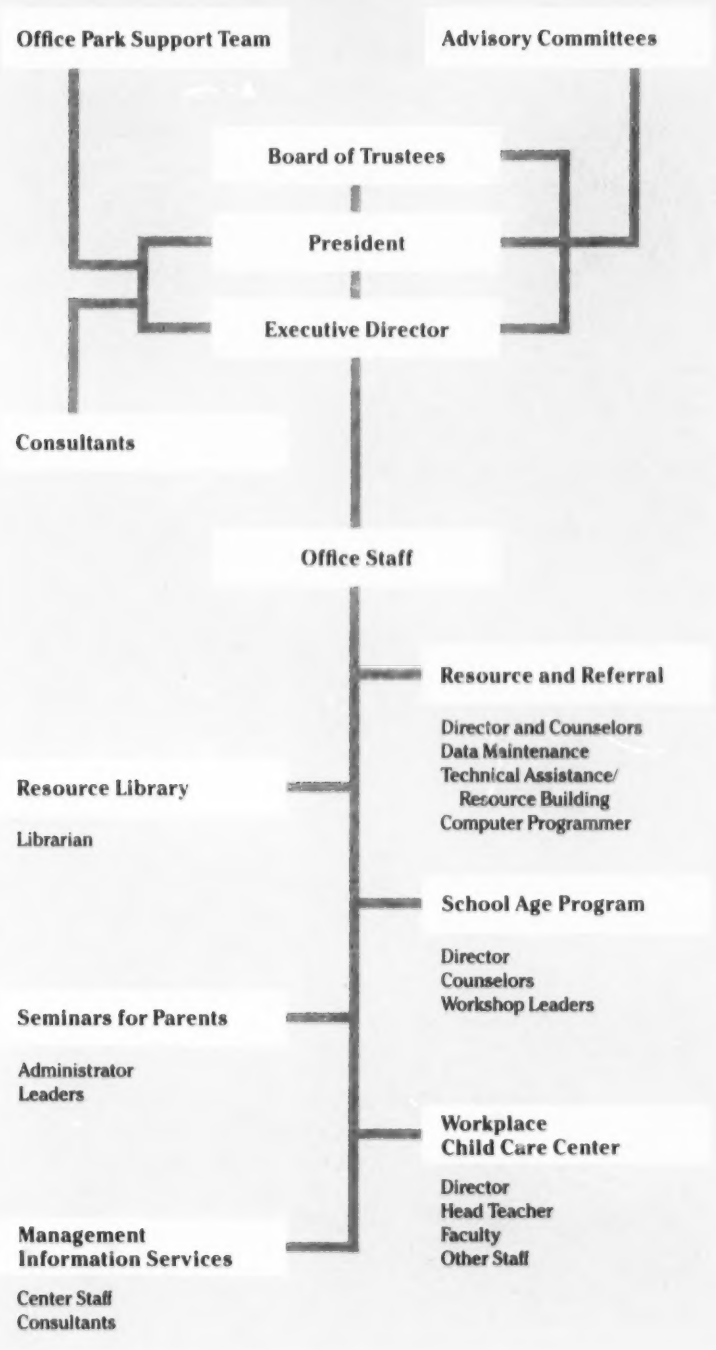
In determining the corporate structure of such a model, either a for-profit or a non-profit organization is appropriate. For the consortium described below, a non-profit corporation was formed as the vehicle which would best meet certain criteria of operation. These included:
- the ability to develop public/private partnerships, with the opportunity to seek funding from the public sector and from charitable foundations
- the inclusion of a broad spectrum of individuals from consortium companies, other professional disciplines and community agencies on the Board of Trustees and Advisory Committees
- the opportunity for individual companies to remain separate from the governance of the corporation to avoid conflict of interest and to distance themselves from parent employee matters
- the avoidance by consortium companies of liability (see section – Insurance and Liability).

Case History

The first decision made by the PHPCC incorporators was to form a corporation separate from either the developer or any one of the companies. Issues raised thereafter included for-profit or non-profit status, development of a stable governance for the future and the ability to seek multiple sources of funding.

Non-Profit Organization. A number of determinations resulted in a decision to structure the corporation as a non-profit with the intent to build public/private partnerships. First, community agencies would find it easier to form linkages with a non-profit corporation, and the status might make some outside people more comfortable in becoming members of the Board.

Initial Organization Structure:
The PHPCC Consortium Model



This structure is being evaluated for possible modification.

There is a subjective feeling that one should not be making money from care of children. Since the Center depends on the community for many of its child care resources, it becomes important to have representation from that constituency.

Next, the structure of a Board of Trustees provides for participation from companies, legal and financial advisors, representatives from the community and early childhood educators.

While the Board of Trustees would be a working Board with members prepared to give time to the project, Advisory Committee membership does not require the same degree of involvement. During the Center's first year, several advisory committees were formed. One was a support and advisory team from the Office Park management with expertise in accounting, computer programming, architecture, environmental design and business management. Another was a National Advisory Committee to evaluate the consortium in light of their experience in the field. A marketing advisory committee was also formed and small group meetings were held on the implementation of the on-site child care center and the school-age program.

Tax-Exempt Status. The decision to pursue tax-exempt status was a logical progression once the non-profit decision was made. Public charity status was a key ingredient for a flexible approach to funding. With it, PHPCC could apply for federal grants, propose to the State, and seek program development funds through foundations. With matching funds from the corporate sector, the Center has begun to develop public/private partnerships.

PHPCC applied for tax-exempt status as a "school." Under this category, no specific percentages of donor support are required for qualification; these might have been difficult to meet during the initial development stage. PHPCC qualified as a "school" because of the on-site child care center.

The services of a lawyer knowledgeable about non-profit organization and tax-exempt policies were essential to the development of PHPCC's corporate structure.

Implementation

General Considerations

1/ What service or services should be implemented first?

2/ What time line is appropriate for phasing in of services; for delivery of a specific service?

3/ Have issues of equity been addressed with employees?

4/ What kind of subsidy is necessary in the initial stages? Is there a need for continuing subsidy?

During the development and initial implementation of the consortium model, a number of features emerged which should be of interest to both CEOs and real estate developers.

- Service development can be phased in gradually to allow time to further determine need and develop funding resources.
- Service options through a consortium provide an affordable, cost-effective solution to meet a broad range of parent employee needs.
- All of the services, with the exception of the on-site child care center, can be operated out of conventional office space.
- Initial expense (and subsidy, if needed) for the informational types of service is relatively small compared to the capital budget necessary to construct and equip an on-site child care center.
- The physical presence of an on-site child care center is very significant to the companies within the office park. PHPCC's other services, which serve more parent employees, are not as visible. This report recommends however, that both developers and consortia study carefully whether an on-site child care center is right for the particular site and employee population.
- Care should be taken not to duplicate existing community services which are readily available to the parent employee population.
- Equity issues must be addressed concerning access to and affordability of the services for all employees.
- Subsidy of some kind will probably be necessary in the first years. The amount and length of time will be determined by the types of service.

Case History

PHPCC opened with three parent support services: the computerized Resource and Referral Service, the Seminars for Parents and the Resource Library. These services met several criteria:

- the perceived needs of a broad spectrum of parent employees in the Office Park
- equity for employees in access to and affordability of child care through the Resource and Referral Service with its data base of over 900 family day care providers and center-based programs (providing choice for parents)
- service implementation during a period when capitalization was being sought for the on-site child care center
- utilization of community resources.

The first three services were implemented at comparatively low cost since the Office Park management provided in-kind personnel, office space and some equipment. A Foundation grant was received for the Resource Library.

Since the first year was devoted primarily to development of service, personnel requirements were not large. A director, a resource and referral counselor and a part-time administrative assistant made up the administrative team. The Center's program consultant played an important role. The first parent seminars were contracted for from the community or done by the initial staff. Expenses, beyond the in-kind support, were in the area of $40,000.

During the second year, as the services expanded, staffing grew to six. Use of community expertise continued to be an important aspect of a cost-effective program. Implementation of the on-site child care center during this year further increased staff and budget requirements (see section – Workplace Child Care Center). Second year expenses amounted to about $100,000. Income was generated from company participation fees, a federal grant, and contributions.

Financial subsidy has been necessary in the first years. The Office Park management has assumed this expense. As more companies join the consortium, the subsidy will decrease. Participation fees and fees for service are projected to cover the operating budget. Other sources of funding will continue to be sought from both public and private sectors for evaluation, expansion, and further service development.

Insurance and Liability

General Considerations

1/ What insurance coverage should be sought to cover:
- **the corporation?**
- **Trustees, Officers and Administrators of the Center?**
- **the staff of each of the services?**

2/ Where is there a need for professional liability insurance, is it procurable, and at what price?

3/ What is the liability to a company or companies in a consortium as a result of providing these services to their parent employees?

4/ What initiatives are being taken at the State and Federal levels concerning professional liability insurance for child care?

By the summer of 1985, insurance and liability had become a major national concern. In the child care field, policies were being cancelled or premiums greatly increased. As this booklet goes to press in February 1986, we can report that some very important work toward solutions has been begun through The Child Care Action Campaign in New York City.

For this consortium model with its multiple service options, the basic insurance package is an umbrella coverage which includes personal property, extra expense/business interruption, third party liability, workers compensation, and automobile liability for hired or non-owned automobiles. School accident insurance is another form of coverage useful to families and children. It is the type of insurance purchased by parents for students in most school systems.

At this time we know of no policies which cover sexual abuse at the child care center. All insurance coverage should be checked as to the minimum age at which children can be accepted.

Personal liability insurance may prove to be the most difficult area to cover. For this model, there are two categories, Directors and Officers liability insurance for the Board of Trustees and professional liability insurance for the staff.

Directors and Officers liability insurance for a non-profit organization in the service field may not cover all possible situations. This insurance covers wrongful acts in "conducting the business of the organization." It would not cover "Errors and Omissions" in professional services such as the resource and referral service and may be more suitable to a for-profit company which makes a return to its investors.

For the protection of the organization, certain procedures are necessary in the conducting of daily business. Both an on-site child care center and a resource and referral service must have written complaint policies and procedures. The two areas most susceptible to liability in the resource and referral service are "Wrongful Removal" of a provider from the listings which may prevent an individual from making a living, and "Negligent Referral" to a parent which might lead to a situation which a parent feels endangers or is detrimental to him/her or to the child.

A key liability question for the consortium model became apparent during the early period of operation. It centered on whether participating companies incur liability by their membership. In the opinion of PHPCC legal counsel:

"a participating company would be a passive contributor to or contractor with a separate educational organization. The company would not have involvement in the management of the affairs of the Center and would not be a member of the corporation (the not for-profit equivalent of a shareholder). It therefore would have no legal status in the corporation and would have no more than a contract relationship. Accordingly I believe that any potential liability resulting from the activities of the Center would not extend to the . . . participating company."

Case History

PHPCC purchased all of the above mentioned insurance. The most difficult policies to procure were the liability policy for the child care center and the professional liability insurance. These took almost three months to obtain; what will happen to future coverage is uncertain. PHPCC's insurance covers children as young as eight weeks. This is important as some parent employees must return to work at least part-time after that period.

All staff and active officers are covered by professional liability insurance. The current policy, obtained through the National Association for The Education of Young Children (NAEYC), is an educator's professional liability insurance which covers acts or omissions of staff and any responsibility they may have for personnel under their direct supervision.

Written complaint policies and procedures are in place for both the Child Care Center and the Resource Referral Service. All staff, parents and providers are informed of the policy. The referral service also asks for a written disclaimer from parents and states carefully in all literature that decisions on the choice of child care are the responsibility of the parent and that the information provided is a referral, not a recommendation.

Marketing

General Considerations

1/ What are the marketing techniques necessary to interest small and medium companies in the consortium model?

2/ How are fees determined for companies and for parents?

3/ How responsive is the program to the individual needs of companies which may need single or multiple service components?

4/ What provisions can be made for companies not within the Office Park or for those having a large enough employee base to need an individual program?

5/ What attitudes about parent support services affect decision-making?

6/ How does the model remain financially viable, given the cyclical needs of participating companies?

The success of the consortium model depends on the ability to attract a sufficient number of participating companies to support the services provided by the model.

To begin to market this model, the first step is educational. Company decision makers must realize that there is a need for this kind of service. They are made aware of the kinds of services that are available and suitable for their employee population and site. Even with education, certain questions continue to be raised by decision makers as to whether starting a program for one segment of the employee population will open a "Pandora's Box" of demands from other employees, whether enough of their employees will utilize the service to warrant spending the money, and whether once begun, they will be unable to withdraw even if the expense becomes untenable.

Literature is beginning to reveal statistics on absenteeism, turnover, recruitment, productivity and morale correlated to the child care problems of parent employees (see Appendix – Selected Bibliography). Most figures apply primarily to large corporations, and almost all analysis for small and medium companies is anecdotal at this time. Perhaps the most cogent argument for providing parent employee services is to avoid the loss and subsequent recruitment of an employee. Corporate executives must understand that if one employee leaves the job because of child care related difficulties, the cost of advertising, hiring and training a new employee is probably more than a full year's consortium model participation fee. Furthermore, for small and medium companies, time away from the job by an employee because of child care problems can have a much greater effect on the smooth functioning of the operation than it would in a bigger corporation.

After a period of information and investigation, the next step involves the decision-making process. Small and medium companies will go through their own particular decision-making process since they are diverse in

make-up and often unique. At this time it is important to reach the decision makers and help them to realize the importance of the service.

The consortium model was predicated on the concept of sharing the cost of parent support services at the workplace. In determining a fee schedule, a number of issues must be addressed:

- the size of each company or number of employees
- the service needs of each company
- the funding necessary to allow consortium services to remain stable to meet the cyclical needs of participating companies
- a fee structure which is affordable for both parents and companies.

Case History

PHPCC has been involved in all the areas of marketing identified above. To further the education of decision makers, an "Executive Newsletter" and other materials are distributed. The Center also was a sponsor of a conference on flexible benefit plans.

Marketing plans have to be individualized to respond to the diversity of the companies sought for inclusion in the consortium. This means making staff and services visible and accessible. Both decision makers and parent employees must understand what each service will do for them. When the PHPCC on-site child care center opened, its visibility probably accounted for the sudden surge of interest in the consortium. Staff of PHPCC were most effective when company advocates helped them with decisions on appropriate materials, presentations, and on timing to achieve a positive decision. With all companies, personal contact, visits, follow-up and reiteration of the concept were essential.

It has been found that decision-making may take from 18 to 24 months. As parent support services become more accepted, and when more competitors are providing them, the corporate time frame may change.

PHPCC developed two fee schedules to meet the budgetary projections of the organization: an annual participation for companies and fees for particular services.

The participation fee, during the initial period, allows for the continuity of a quality cost-effective program of services. It also covers the cost of PHPCC service and staff support to individual companies in the form of materials, special displays and reports. The fee is based on the total number of employees in a company and ranges from $300 to $2500 for companies with under 500 employees. For those companies with over 500 employees or companies whose employees cannot take advantage of the services provided at Prospect Hill Executive Office Park, an individual proposal is prepared with appropriate fee schedules. There is enough flexibility in the service option concept that PHPCC is able to design specific programs of single or multiple service options to meet the needs of any given company.

The fee-for-service schedule covers additional fees for the on-site child care center, the resource and referral service and the counseling component of the school-age program. These fees may be paid by either the company or parent or by a combination of parent payment and company subsidy.

As PHPCC moves through its second full year of operation, it has become clear that marketing of both the consortium model and the services to smaller companies is going to take time. As a result of a marketing survey, PHPCC confirmed that these companies are at the beginning of the educational process. They are somewhat knowledgeable about child care but are not certain that it belongs in the functioning of their corporation when considering the bottom line. Many confirmed that they would adopt parent support services when there is a demonstrated need which impacts on the functioning of their business.

The consortium model at PHPCC has continued to grow over the last two years. It is constantly being evaluated as to the best delivery of service to meet the needs of PHPCC, the parents and children and the corporate world. We believe that the model, as it evolves, is viable and replicable.

As of 1983 there were over 26 million dual-career families in the United States, and the number is growing every year.

Appendices

real estate and office space

Reprinted courtesy of Telecommuting Review – The Gordon Report, *Gil Gordon, 10/1/85*

Glossary

CCRR Agencies: Child Care Resource and Referral Agencies funded by the Commonwealth of Massachusetts.

Center-Based Child Care (licensed): Group setting for care of children with a trained staff. Other names used are nursery school, parent coop, day care, pre-kindergarten.

Consortium: As defined at PHPCC, a non-profit corporation serving companies which participate through fees and on Boards.

Family Day Care (licensed): Care for children in home of provider.

Fee Schedule:
• *Participation Fee:* Annual fee paid by companies in consortium.
• *Service fee:* Additional fees for service above annual participation fee.

Liability:
• *"Errors and Omissions"*: Possible liability for professional judgments made by staff.
• *"Wrongful Removal"*: Removal of provider from listing which is detrimental to their ability to earn a living.
• *"Negligent Referral"*: Referral to parent leading to situation detrimental to child.

Licensed Child Care: Care that meets state requirements. (Requirements vary from state to state.)

On-Site Child Care Center: Child care facility at the workplace.

PHEOP: Prospect Hill Executive Office Park, Waltham, Massachusetts.

PHPCC: Prospect Hill Parents' and Children's Center, Waltham, Massachusetts.

Provider: Person who cares for children in a home or child care center.

Public/Private Partnerships: Cooperation with technical assistance and/or funding between public and private sectors.

Resource and Referral for Child Care:
• *Resource:* Development and support for the supply of child care providers.
• *Referral:* Information about licensed child care provided to parents. (No recommendation)

Service Options: The opportunity for a company to package single or multiple services to meet particular needs of parent employees.

Staff Development: Professional growth opportunities for Center staff.

Staff-Intensive Operation: A high teacher/child ratio – at PHPCC 1:3 for youngest to 1:6 for oldest children.

Workplace Child Care Center: Child Care Center at or near the work site.

Programs for Reference

Consortium Model

Downtown Child Development Center
60 Spring Street, Atlanta, GA, 30303
Director: Cheryl Gibson Smith, (404) 586-2194

Contact: Corporate Child Care Consultants Ltd.
Mary Brown/Betsy Richards, Consultants, (404) 892-0689

Initiation of Project: December, 1983, Center opened December, 1985.

The Model: The Downtown Child Development Center is sponsored by five major Atlanta employers: Rich's Dept. Store, First Atlanta Corporation, Federal Reserve Bank of Atlanta, Atlanta Journal and Constitution, and Georgia Pacific Corp.

The Site: Located in 8,600 sq. ft. in Rich's Downtown Department Store, there is high visibility and easy accessibility. Since it is centrally located in Rich's, all five companies have contributed resources to the program.

Public/Private Initiatives: With initial help from Central Atlanta Progress, companies provided on-site child care as a commitment to downtown Atlanta and to attract and retain the workforce.

Getting Started: Rich's Department Store initiated the study to find an appropriate site. A feasibility study was coordinated through Central Atlanta Progress, which helped initiate other company participation.

Services: The Center is open weekdays from 7:30 a.m. to 6:30 p.m. Children, 3 months through 5 years, are accepted. Each company is allotted 20 child care slots with 20 slots open to the public.

Design and Implementation: The Center is a non-profit corporation governed by a Board with one representative from each of the five companies. The Board oversees operation of the Center. The Center Director is responsible for the administration of the Center. The Consultants listed in the heading assisted in the hiring of the Director and continue to consult to the Board. An agreement was developed between the five companies on funding, length of agreement and other issues.

Ins rance and Liability: Since liability was of great concern, the Center was incorporated as a non-profit corporation rather than to be insured under the company's corporate umbrella. The Center has comprehensive liability insurance, Workers Compensation, Property Insurance, Errors and Omission policy, Director's and Officer's Insurance, a Staff Medical Plan and a Student Accident Policy.

Marketing: Company employees were provided with a pre-enrollment form and taken on tours. Slots are distributed on a first come, first served basis. Community slots were advertised.

Costs: The five sponsoring companies shared equally in the cost of building renovation, start-up costs and donated items to the Center.

Consortium Model

Broadcasters' Child Development Center, Inc.
5701 Broadbranch Road, N.W., Washington, D.C.
(202) 686-7272

Contact: Pam Simon or Abbey Griffin

Initiation of Project: Project started 1977. Center opened January 1980.

The Model: BCDC is a non-profit child care center formed by employees from local broadcast stations with the support from members of the D.C. chapter of The National Association of Television Arts and Sciences (NATAS). It is open to anyone in the broadcast industry.

The Site: Space is rented in an operating Washington D.C. elementary school. Since it is a year by year arrangement, it is not a secure site. This makes long term planning and facility improvement extremely difficult.

Public Private Initiatives: The project was initially a project of NATAS which continues to give to the Center annually.

Getting Started: A parent group of broadcast employees from five stations did the initial planning. Planning and funding took two years. A consultant was hired to assist in the last six months. BCDC was initially incorporated as a project of NATAS, and that organization paid the consultant fees. The Stations provided initial support in the form of loans and gifts.

Services: The Center serves children from 3 months through 5 years. Hours are 8:00 a.m. to 7:00 p.m. Parent seminars are held at lunchtime at the local stations. Referrals and counseling on parenting and development assessments are offered as needed.

Design and Implementation: BCDC is a non-profit, tax-exempt corporation with an 11 member Board consisting of 6 Broadcasters representatives, 5 community parents, a staff member and the Director. In the first year, it was incorporated under NATAS but separated to secure tax exempt status.

Insurance and Liability: There was no problem for the first five and one half years of operation. In 1985, the insurance was cancelled, but was subsequently renewed based on appeals to the D.C. Commissioner of Insurance and to the insurance company. BCDC carries $3 million in liability insurance.

Marketing: The services of the Center are open to anyone in the broadcast industry. An appeal to station managers is made annually for specific needs such as equipment. Last year's appeal secured the forgiveness of loans and additional contributions. The Center does an annual fund raising drive from parents, alumni, friends and Stations.

Costs: Fees – Infants and Toddlers – $445 a month; Preschool – $402 a month.

Parent Cooperative Model

Reston Children's Center
11825 Olde Crafts Drive, Reston, VA 22090
Director: Donna Kesler, (703) 476-8150

Contact: Madeline Fried, Fried and Sher, Inc., (703) 435-1700

Initiation of Project: 1965

The Model: A non-profit parent cooperative child care center with care for infants through school-age children.

Getting Started: The Center was started by The Reston Foundation which established services for the new town of Reston. The Center evolved into a parent cooperative when the Foundation went out of existence.

Services: The Center provides infant care, full day preschool, part day preschool, before and after school, a family day care satellite program and summer camp.

Design and Implementation: The users of the child care center (parents of the children enrolled) are the non-profit corporation (cooperative). All parents are members of the cooperative and elect a 9 person Board of Directors who in turn hire a Director to operate the Center. The Board of Directors is the governing Board of the Center.

Insurance and Liability: The non-profit parent cooperative purchases the insurance coverage.

Marketing: Parents with children enrolled become members of the corporation. One large company has selected the Center to be used by their employees and has initiated a voucher system for payment of fees. Brochures are sent to new employers in the area.

A cooperative model is a vehicle which can permit employers to assist in the provision of high quality child care for their employees without financial or legal obligations. Companies can offer space, utilities, and maintenance at no cost or at a greatly subsidized rate to a parent employee child care cooperative.

Cost: Annual Budget for Reston Children's Center – $750,000. All programs are self-supporting. They are funded by tuition (parent fees) and by a small contribution from USDA.

Corporate Model

Steelcase Child Services
P.O. 1967, Grand Rapids, Michigan, 49501
(616) 247-2139

Contact: Bonnie Negen

Initiation of Project: 1980

The Model: The Child Care Service was created in 1980 to help Steelcase employees find high quality child care. The coordinators designed a resource and referral service which is available to any Steelcase employee or member of his or her family without charge.

The Site: Since the program is in-house, there is greater freedom to tailor it to the specific needs of Steelcase employees.

Public/Private Initiatives: Private initiative but the company has had a leadership role in developing community resources.

Getting Started: The original child care study determined child care concerns of employees. At the same time, community child care resources were assessed.

Services: The services include referral to care for infants, children and teens in family day care, centers, and for in-home care. Each employee is counseled about the available options. Parent seminars, a newsletter and a library are also available. The service includes licensed family home provider visits, training programs and workshops. There is also an on-going involvement with community agencies to increase the availability of quality child care.

There is also an equipment lending program for caregivers who care for Steelcase children. This was initiated to stimulate more infant caregivers.

Dependent care reimbursement is available through the flexible benefits program.

Design and Implementation: The Child Care Service is a branch of Employee Services (Human Resources) administered by the child care coordinators.

Insurance and Liability: The child care coordinators carry liability insurance. The caregivers in the family home provider network are encouraged to carry liability insurance. This was a requirement until this year when rates for providers soared from $30.00 to $500.00 a year. The providers are required to carry accident insurance.

Marketing: Steelcase provides this service for its employees without charge. From the inception of the service, the needs of children and families have been foremost in all planning and development of services. Family strength, community strength and company philosophy have been compatible considerations underpinning all recommendations for the service.

Lender To Cooperatives (Model)

National Cooperative Bank
1630 Connecticut Ave., N.W., Washington, D.C., 20009
(202) 745-4774

Contact: Marsha D. Krassner, Assistant Vice President

The Model: The National Cooperative Bank is a private financial institution providing commercial, investment and developmental banking services to cooperative businesses throughout the United States and its territories. As a leading source of credit for the country's cooperative businesses, the National Cooperative Bank encourages the development of new and established businesses through providing a variety of financial products and services.

Services: The Bank offers a full line of commercial lending services to established and start-up child care and educational facilities including:

Commercial Credit Facilities:
- lines of credit
- revolving credit agreements
- interim financing
- short and long term financing

Real Estate:
- acquisition and construction financing
- mortgage financing

Leasing:
- direct
- leveraged

The Bank offers expertise in accounting, legal and tax issues as well as general business planning assistance.

NCB Development Corporation, the development financing affiliate of the Bank, provides a variety of financial services to start-up child care centers including: business planning advances, equity matches and conventional debt financing.

Both the Bank and the development affiliate have a strong interest in working with entrepreneurs, sponsoring organizations and other joint-venture arrangements to develop innovative models of delivering child care services.

Project Criteria: Projects which meet the following guidelines will be considered for financing:

Legally organized as a cooperative corporation, including:
- open voluntary membership
- controlled by its members (e.g. parents, employees, corp.)
- provision for distribution of net earnings to members according to patronage, or reinvested in the corporation
- majority of Board of Directors elected by members on a one member/one-vote basis.

A strong business plan, including:
- demonstrated market demand for child care services
- realistic financial proforma and historical operating results, if appropriate
- adequate cash flow sufficient for debt requirement
- availability of collateral or loan guarantees, if appropriate.

Feasibility Study Design (Model)

The Center for Child Care Alternatives, Ltd.
202 E Street, N.E., Washington, D.C., 20002
(202) 546-4040

Contact: Eileen M. Hooker

The Model: This description provides the reader with an example of the type of feasibility study done by this Center. In their experience, this is an important ingredient in the decision-making process.

Feasibility Study Design (Description): A comprehensive feasibility study, conducted by The Center for Child Care Alternatives, Ltd., is tailored to the needs of the staff of a corporation. CCCA then evaluates the options available, recommending the best course of action. Follow-up entails conducting a cost/benefit analysis that yields real cost figures for child care contracts linked to such measurable indicators as productivity, turnover, etc.

- Survey: They develop and tailor a survey of all designated staff members in accordance with the best techniques of survey sciences. The survey is conducted in a confidential manner with results handled by an independent auditor. Results are presented to management.
- Focus: Focus groups are organized and conducted to further identify needs and evaluate the best course of action, while involving concerned staff members.
- Study: A comprehensive study will include: Recommendations, Costs, Benefits, Actions, Time Frame, Applicable Accounting Procedures, Site Studies, Applicable Regulations, Staff Plan, Curriculum for a Workplace Child Care Center, Time Series Plan of Action, All Necessary Information to Move Forward.
- Task Force: CCCA establishes and facilitates the formation of a Work and Family Group composed of concerned staff members as well as representatives of senior management decision makers.

Recommendations: Feasibility should be conducted before any options are undertaken. A study is developed to the particular specifications of each individual company. It is for a one time use only.

Time Frame: 60 days.

Cost: $1,000 per 100 staff members.

Resource and Referral Model

Resources for Family Development, Inc.
1520 Catalina Ct., Livermore, CA. 94550
(415) 455-5111

Contact: Ruth Freis/Fern Lane

Initiation of Project: Founded 1976

The Model: Resources for Family Development is a non-profit coordinating agency for children's services operating in southern Alameda County in California. For the corporate world it develops child care partnerships between business and the community to address major child care issues. Its primary service is resource and referral for the delivery of child care.

Public Private Initiatives: California has a favorable political climate. There are state subsidized programs for child care as well as the California Child Care Initiative Project which is supported by several corporations. Its purpose is to increase the supply of child care and to impact on the quality of services.

Getting Started: RFD approached leaders in the community and facilitated interactions between them to form a partnership structure. Surveys of existing resources and projections for area growth were conducted and analyzed.

Services: These include individualized resource and referral, consultation with business on needs assessment, dependent care assistance plans, flexible personnel policies, seminars, child care center development, parent support, toy lending libraries and care for sick children.

Design and Implementation: Business has the opportunity to choose services either as single units or as a consortium. There is an annual membership fee according to company size. Individual services including resource and referral, seminars and management services have additional fees. The area consists largely of small business, and services need to be tailored to specific needs of companies and their workforces. Entry is inexpensive; a choice of options is offered, and there is flexibility in the structure. A structure is evolving to include a joint powers agreement between local government and school districts and supported by a Board with industry and community representation.

Insurance and Liability: No liability is borne by any of the partners in the project or by RFD.

Marketing: The program is marketed through the Chamber of Commerce and directly to CEOs. Community leaders have been involved from the earliest planning.

Cost: Annual membership fees up to $250 depending on size of company; completed referrals – $82; seminars – $100 per session. Other service and consulting fees according to the specific requirement.

Biographies of Principals

Eleanor T. Nelson (Ed.M., Harvard Univ.), President of PHPCC. Mrs. Nelson is an educator who has experience in administration and development of financial resources in non-profit organizations. She has written and had responsibility for the implementation of Foundation proposals and grants. Mrs. Nelson also serves in an advisory position to the Laboratory School at Smith College.

Joan Bergstrom (Ed.M., Univ. of Mich., Ed.D., Univ. of Mass., Post-doctoral, Northwestern Univ.), Program Consultant to PHPCC. Dr. Bergstrom is Professor and Chairperson, Department of Professional Studies in Early Childhood and Coordinator of the Infant and Toddler Program, Wheelock College. Dr. Bergstrom teaches, conducts research, lectures extensively in the U.S. and abroad and has published books, pamphlets and articles on a variety of child care and family support subjects. In 1984, Dr. Bergstrom wrote a book entitled, *School's Out – Now What? Choices for Your Child's Time – Afternoons, Weekends and Vacations*, published by Ten Speed Press, Berkeley, CA.

Stanley J. Kuziel Jr. (Ed.M., Harvard Univ.), Executive Director of PHPCC. Mr. Kuziel has experience in the administration of child care. He has developed and evaluated programs in center-based child care, family day care and after school care. Mr. Kuziel has served on various State and local child care policy and advocacy committees.

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